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THE ACADEMIC DEANSHIP--AN ANNOTATED BIBLIOGRAPHY.
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THIS ANNOTATED BIBLIOGRAPHY CONTAINS INFORMATION CONCERNING 43 BOOKS AND OTHER DOCUMENTS ABOUT THE WORK OF THE ACADEMIC DEAN IN UNDERGRADUATE COLLEGIATE EDUCATION. (WO)

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THE ACADEMIC DEANSHIP: AN ANNOTATED BIBLIOGRAPHY*

by
Donald H. Winandy

Books

Bauer, Ronald C. Cases in College Administration. New York: Bureau of Publications, Teachers College, Columbia University, 1955. (378.1 - B344c)

Presents many cases exemplifying the role and problems of the dean. Adds suggestions for the preparation and use of cases. Discusses underlying concepts of administration and the use of the case method.

Coates, Richard H., et al. The College or University Dean. Waco, Texas: Baylor University, 1955. (378.11 - c652c)

Discusses dean's function as responsibility for on-campus administration while president is involved in P-R and fund raising. Qualification and selection covered in terms of specialized disciplinary background and faculty selection, allowing consideration for unusual leadership. Considers dean at center of all policy making--counsel to the president. Emphasizes faculty and student understanding and public relations.

Corson, John J. "Roles of the Academic Officers" in Governance of Colleges and Universities. New York: McGraw-Hill Book Company, Inc., 1960, pp. 72-84. (378.1 - C826g)

Discusses the emergence of the dean's role and how he functions in different types of institutions. Lists questions for further study.

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*This bibliography contains selected materials on the work of the academic dean in undergraduate collegiate education. Materials should be of interest and value to both Junior or Community College Deans and Senior College Deans.

JC670921

Enarson, Harold. "The Academic Vice-President or Dean," in Administrators in Higher Education edited by Gerald P. Burns, New York: Harper and Brothers, Publishers, 1962, pp. 111-124. (378.11 - B967a)

Considers the dean as the president's "strong right arm," who exists to help the president in the critical task of educational leadership. Comments on the tactics of positive leadership and the dean's role as "Budgeteer," personnel officer, academic planner, innovator, coordinator, "Lightning Rod," and "majority leader."

Ficken, Clarence E. Building a Faculty in a Church Related College of Liberal Arts. Nashville: Division of Educational Institutions, Board of Education, The Methodist Church, 1956. (378.12 - F447b)

"Dots and Dashes from the Diary of a Dean." Concerned with promoting the welfare of college teachers and their profession through the work of the dean. The author shares past experiences. Discusses conditions of service and cultivation of professional growth. Looks at the present and future. Provides exhibits of personnel forms.

Finnegan, Darrell F. X. The Function of the Academic Dean in American Catholic Higher Education. Washington: The Catholic University of America Press, 1951. (378.11 - F514f)

Relates common practices in the functioning of the office of academic dean in Catholic colleges. Lists four general areas: administration, instruction, curriculum, and students. Discusses the relationship of the dean to other officers of administration and the extent of his authority.

Francis, Sister Mary. "The Office of the Dean of Studies," in College Organization and Administration edited by Roy J. Deferrari, Washington: The Catholic University of America Press, 1947, pp. 85-93. (378.1086 - C363c)

Reviews from other literature the duties and obligations of the dean to other administrative officers. Discusses varying programs in different Catholic colleges.

Gould, John Wesley. The Academic Deanship. New York: Bureau of Publications, Teachers College, Columbia University, 1964. (378.11 - G697a)

Report on a study about leadership among academic deans in liberal arts colleges. Discusses selection, background and functioning. Defines characteristics of the effective academic dean, his responsibilities, and the obstacles to optimum performance. Berates the fact that so much time is spent on routine administrative duties, according to a special index. Emphasizes the importance of ability to make good judgment of people.

Mobberley, David G., and Wicke, Myron F. The Deanship of the Liberal Arts College. Nashville: Division of Higher Education, Board of Education, the Methodist Church, 1962. (378.11 - M687d)

A practical guide to academic governance by the dean. Discusses line and staff relationships--with job analysis. Five functions elaborated with guidelines. Answers selected questions about teaching, reporting, budgeting, curriculum-teaching and institutional research. Emphasizes the importance of institutional research.

Ward, Merle S. Philosophies of Administration Current in the Deanship of the Liberal Arts College. New York: Bureau of Publications, Teachers College, Columbia University, 1934. (378.11 - W261p)

A study of the origin and development of the academic deanship and discussion on the emerging conception of deanship. Evaluates the background, philosophy and outlook of deans by means of three instruments. Useful for historical perspective.

Williams, Robert L. The Administration of Academic Affairs in Higher Education. Ann Arbor: The University of Michigan Press, 1965. (Soc LB2341 - W55)

Relates decisions and procedures to the people in the smaller units of the academic community. Defines principal areas of responsibility, suggests typical problems, and gives examples showing approaches adopted in actual instances.

Articles and Periodicals

Ayers, Archie R., and Hollis, Ernest V. "Differentiating the Functions of Administrative Officers in Colleges and Universities," Higher Education, Vol. 20, No. 4 (1963), pp. 3-6, 19.

Discusses 9 functions common to all major administrative offices--followed by a listing of special functions for each including the academic dean.

Barzun, Jacques M. "Deans Within Deans," Atlantic Monthly, Vol. 175 (February, 1945), pp. 76-81.

Compares the many deans found in American colleges with lack of deans in counterpart European institutions which "run themselves." Emphasizes the building of a good teaching staff and democratic environment. Very critical of administrators.

Baxter, James P. "Some Functions of the Academic Dean," Association of American Colleges Bulletin, Vol. 42 (May, 1956), pp. 245-253.

Discusses the functions of the dean as curriculum planner, "watchdog," and recruiter of undergraduates for college teaching careers. Writes of the dean as "crew-coach," "statesman," and "chief of staff for operation recruitment."

Ciardi, John. "To the Damnation of Deans (A Prejudice)," Saturday Review, Vol. 45 (March 24, 1962), p. 31.

"Education is too important a business to be left to deans." Criticizes deans for their occupational ignorance, and professors for abdicating their responsibilities.

Cleveland, H. "The Dean's Dilemma: Leadership," Public Administration Review, Vol. 20, (1960), pp. 22-27.

The dean's problem is depicted as trying to organize people (faculty) who do not care to be organized within the institution. The author believes that more success will be achieved by casual informality and an informed consensus, rather than formal procedures.

Dearing, G. Bruce. "The Relation of the Dean to the Faculty," Journal of General Education, Vol. 15 (October, 1963), pp. 191-201.

Describes an appropriate relationship between the dean and the faculty involving the development of a style of "living" with tensions and conflicts.

Dicks, Claude D. "The Functions and Qualifications of the Academic Dean in Presbyterian Church-Related Colleges," Journal of Educational Research, Vol. 55 (April, 1962), pp. 297-305.

Sampling of opinions of 41 Presbyterian colleges. "You must be a statesman in relations with president, faculty, students, and public; you should be trained in the intricacies of administration; and you ought to be prepared to work diligently at improving climates, facilities, and personnel for productive scholarship. But you won't be concerned with the religious tone of the campus, and you needn't be a nationally recognized scholar in your own right."You should have advanced training in the field of higher education.

Engelbert, Arthur F. "The Professor Looks at the Dean," Educational Record, Vol. 38 (October, 1957), pp. 316-319.

The dean is a man to whom the individual teacher must look for leadership and counsel. Considers some areas where the dean's activities impinge on the "vested interests" of the college teacher. Comments on several areas of responsibility of the dean toward improving the faculty.

Euwema, Ben. "The Care and Feeding of Deans," College and University, Vol. 39 (Spring, 1964), pp. 257-63.

States the necessary attributes of a dean as tough skin, persistence, and patience. Describes him as "either a vicious administrator who chews up helpless students and innocent instructors, or a sort of amiable nonentity . . . ,"

Haas, Leonard. "The Academic Dean in American Teachers Colleges," Educational Administration and Supervision, Vol. 42 (March, 1956), pp. 134-40. (From an unpublished doctoral dissertation, University of Minnesota, 1954, same title.)

Enumerates chief characteristics of the position of academic dean in teachers colleges. Also reports on qualifications of those currently occupying such a position and the actual functions performed.

Hanzeli, Victor E. "The Educational Leadership of the Academic Dean," Journal of Higher Education, Vol. 37 (November, 1966), pp. 421-428.

Discusses the position of the deans in an administrative triad: president, dean, and chairman. The deanship constitutes the middle position. Examines power structure and transition from emphasis and interest on students to concern with faculty, faculty relations and routine administrative duties. Presents argument for higher education training based on the areas of activity and pressure in which the dean operates.

Henderson, Algo D. "The Dean is Busy," North Central Association Quarterly, Vol. 32 (October, 1957), pp. 179-185.

The dean is the officer principally concerned with the faculty personnel; recruiting, in-service training, and evaluating. Also emphasizes the need for curriculum leadership. Criticizes poor budgeting and excessive expenditure of funds for student recruitment.

Horn, Francis H. "The Dean and the President," Liberal Education, Vol. 50 (December, 1964), pp. 463-75.

Relates the functions and failings of academic deans as a president sees them in the light of theoretical and human differences. Complains of the depreciation of the importance of administrators. Urges better delineation and definition of responsibilities.

Joughin, Louis. "The Faculty and the Dean," Liberal Education, Vol. 49 (December, 1963), pp. 502-12.

Provides answers to the question "What kind of dean do the faculty usually get?" States reasonable faculty expectations for a dean and three qualities which the author believes to be of premium value: integrity, mastery of the English language, and leadership.

Koch, Harlan C. "And So You Are A Dean!" North Central Association Quarterly, Vol. 36 (Winter, 1962), pp. 248-252.

Describes the context in which a dean must face the "ambiguities" of his office as one of primarily establishing good lines of communication. Discusses four roles of the dean and the academics vs administrators conflict.

Lyle, Edwin L. "Should the Dean Teach?" Liberal Education, Vol. 49 (October, 1963), pp. 379-83.

From personal experience the author challenges arguments in favor of the dean continuing to teach. Maintains that deans be let to the administering and "let the teachers teach."

Marshall, Max S. "How To Be A Dean," Bulletin of the American Association of University Professors, Vol. 42 (December, 1956), pp. 636-43.

"It is high time that someone told deans how to play their roles." A humorous examination of the deans' roles, still emphasizing many important principles of administration.

Mayhew, Lewis B. "Shared Responsibility of the President and Dean," North Central Association Quarterly, Vol. 32 (October, 1957), pp. 186-192.

Lists and discusses the duties of the academic dean. Details the conflicts of his dual line and staff relationship with the president. Stresses the importance of the dean and president keeping up talking to one another on a day-to-day basis.

Ness, Frederic W. "The Dean as Humanist?" School and Society, Vol. 88 (Summer, 1960), pp. 280-282.

Asks whether the dean, "even if he has been thoroughly schooled in the humanities" can reconcile those concomitants of office with the goals of humanism. Considers the dean's loss of identity in becoming a generalist, a compromiser, and a symbol of an institution.

Rosenheim, Edward, Jr. "Letter to a New Dean," Bulletin of the American Association of University Professors, Vol. 49 (September, 1963), pp. 227-31.

A bit of fiction, but makes some good points. A letter from a professor to his friend and new dean, discussing the work of a dean in improving faculty service.

Troyer, Howard. "The Faith of a Dean," Liberal Education, Vol. 50 (March, 1964), pp. 49-58.

An exploration of the dean's role based on the author's philosophy and view of the relationships between deans, teachers, and students.

Williams, E. K. "A Man for All Seasons," Liberal Education, Vol. 51 (October, 1965), pp. 396-403.

Reports the college dean's fourfold role as a newcomer sees it: as a "planter," a "commuter," "assistant ringmaster," and "travel agent." These analogies are well developed.

Miscellaneous

Carson, Joseph O'Hara, Jr. "An Analysis of the Leader Behavior of Junior College Deans as Viewed by Student Leaders." Unpublished Ph.D. dissertation, Department of Higher Education, Florida State University, 1962. (378.11 - C321a)

A study of authority as derived from extra-group power. Attention is focused on student leader perceptions and expectations. Compares perceptions of student leaders, academic department heads, and college presidents.

Dimensions of the Dean's Task. Proceedings of the First Conference for Newly Appointed Junior College Deans, August 6-10, 1962. The Florida State University, Tallahassee, and The University of Florida, Gainesville, 1962. (D.H.E.)

Addresses by leaders in the junior college field on curriculum, "decision-making," leadership, developing faculty potential, and developing student responsibilities

Gareis, Fritzie Emma. "Differential Interest Patterns of a Selected Group of College and University Administrators." Ph.D. dissertation, University of Michigan, 1963, in Dissertation Abstracts, Vol. 25, No. 1-2 (1964), p. 229.

Results of administering the Strong Vocational Interest Blank for men includes profiles of academic deans. Shows similarity in profiles of presidents, academic deans, and personnel deans.

Gould, John Wesley. "Pressures on Deans and Other Administrators," in Current Issues in Higher Education, 1965 edited by G. Kerry Smith, Washington: Association for Higher Education (1965), pp. 156-158. (Soc LB2301 - N425 - 1965)

"Conventional concepts of curriculum, class size, and calendar are beginning to crack as the college population expands and costs increase." Considers the issue of faculty competence, more responsibility delegated by the president to the dean, foundation and agency reports, and public pressure among many others.

Johnston, Archie Breckenridge. "Background Data, Predicted Need, and Sources of Supply for Private Junior College Deans," in "Private Junior College Administrators: An Analysis of Their Backgrounds and a Twelve-Year Prediction of Future Needs." Unpublished Ph.D. dissertation, Department of Higher Education, Florida State University, April, 1965, pp. 42-53.

An assessment of six variables: age, educational background, previous position held, second previous position held, predicted need, and possible sources of supply. Anticipates increasing difficulty for private junior colleges in recruiting deans with earned doctorate

Keebler, Eugene Miller. "A Study of the Combination Office of Dean-Registrar in Institutions of Higher Education." Ph.D. dissertation, University of Southern Mississippi, 1962, in Dissertation Abstracts, Vol. 23, No. 10-12, 1963, p. 3724.

Reports the extent of use of this job designation and the functions assigned.

McGrath, Earl J. "The Office of the Academic Dean," in The Administration of Higher Institutions Under Changing Conditions. Proceedings of the Institute for Administrative Officers of Higher Institutions, 1947, Norman Burns, ed. Chicago: University of Chicago Press, 1947, pp. 40-49. (378.11062 - I59 - v. 19 - 1947)

Concerned with the dean of a separate liberal arts college or a unit in a large university. Outlines three areas of responsibility: considering ends and means in education, selecting faculty members, and preparing the budget. Emphasizes decentralization in operation and freedom from routine administrative duties.

Summer Conference of Academic Deans, Yearbooks. Stillwater, Oklahoma: Oklahoma State University, 1941, 1948-57, 1957-63. (378.11063 - S955y)

Thoughtful papers written by experts in each field of interest to deans; as presented in a series of informal and personal conferences. Includes: Problems of the Dean, Human Element in Administration, Evaluation and Improvement of Teaching, Functions of the Dean, Dean in Initiating and Shaping Policy, and the Campus Intellectual Climate.

U. S. Office of Education. Case Studies in the Liberal Arts College. Washington: U. S. Government Printing Office, 1964. (FS 5.3: 1964: 12)

Essays by deans of nine liberal arts colleges on problems in academic administration. Includes case analysis. Identifies four key problems: 1) "policy development" 2) line-staff organization 3) role of the faculty in policy development and implementation 4) dual role of dean as administrator and colleague.

Wicke, Myron. "Deans: Men in the Middle," in The Study of Academic Administration by Western Interstate Commission for Higher Education, Institute on College Self Study, 5th, University of California, 1963, pp. 59-69. Soc LB2341 - I56 - 1963a)

Considers the dean as chief advisor to the president in matters of instruction. Feels the dean's job must be described in a general way because the faculty and president lay claim to the final say in most of his business. He is to guide in a) study b) evaluation c, innovation.